

Overview

Name of Method	[Challenge Map]
Type/Level of Method (FF)	<input type="checkbox"/> overall approach <input checked="" type="checkbox"/> method <input type="checkbox"/> tool
Brief description	<p>[Challenge mapping helps to understand the barriers to innovation within a certain thematic area / challenge / societal mission and to indicate the most promising routes towards overcoming the barriers. The challenge map is a tool to engage with a certain community of experts to build this understanding and discuss the routes towards solutions. A ready challenge map provides a good overview of how different aspects are interconnected and where the 'sore points' are vs. what can 'the cure' consists of.]</p>
Keywords (FF)	LEAVE BLANK

Barriers and Issues

Relevance to Climate Neutrality (FF)	<p>[was the method developed for or is it known to be suited to dealing with climate neutrality and how]</p> <input type="checkbox"/> Developed specifically to deal with climate challenges <input type="checkbox"/> Has been implemented to deal with climate challenges <input checked="" type="checkbox"/> Has potential to deal with climate challenges
Challenges (FF and text)*	<p>[Which challenges can this method help to address, from here, further development needed]</p> <input type="checkbox"/> Financial limitations <i>eg. Insufficient resources</i> <input type="checkbox"/> Specific climate-related challenges <i>eg. City industry or location</i> <input type="checkbox"/> Resistance to climate action from vested interests <i>eg. Previous initiatives met with resistance from powerful actors</i> <input type="checkbox"/> Resistance to climate action from public <i>eg. Previous initiatives met with public backlash</i> <input type="checkbox"/> Short term thinking <i>eg. Difficulty in policy planning beyond election cycle</i> <input checked="" type="checkbox"/> Existing governance structures <i>eg. Existing setup makes collaboration across departments difficult, siloed governance</i> <input type="checkbox"/> Historical legacies and institutional distrust <i>eg. Low public trust in city govt</i> <input type="checkbox"/> Inadequate public participation <i>eg. Low capacity to conduct meaningful citizen engagement</i> <input type="checkbox"/> Inadequate representation of affected communities <i>eg. Those affected by action are not well represented by/connected to existing elected officials</i>



	<ul style="list-style-type: none"> <input type="checkbox"/> Poor existing services <i>eg. The current offer does not align with policy directives (limiting its access to government support) or with user demands (in terms of output/delivery/etc.)</i> <input type="checkbox"/> Marginalized from innovation ecosystem <i>eg. Detached from innovation hubs (rural location etc.); limited understanding of system actors and resources; etc.</i> <input type="checkbox"/> Scaling challenges <i>eg. Finding people with a suitable set of skills and competences and dealing with specific local challenges/contexts</i> x Other [Narrow definition or inadequate overview of the problem to be addressed] <p>TEXT: [Challenge mapping can help to make a broad overview of a complex problem setting. Thereby it can show how a certain challenge extends its reach across sectoral and organisational borders and can thereby require both punctual and systemic interventions and even a certain sequencing of them.]</p>
<p>Thematic Areas (FF)*</p>	<p>[is this method well suited to use in a particular sector OR has this method been used in any of the following sectors or to address the following themes]</p> <ul style="list-style-type: none"> <input type="checkbox"/> Urban Governance, Policy Development, CCC x Innovation Management and Digitization x Stakeholder/ Community engagement and capacity building <input type="checkbox"/> Financing, Funding and Partnerships x Peer to peer learning, and replication, upscaling <input type="checkbox"/> Built environment <i>eg. Building renovations</i> <input type="checkbox"/> Energy systems <i>eg. Energy generation</i> <input type="checkbox"/> Mobility and transport <i>eg. Public transport, bikes</i> <input type="checkbox"/> Green industry <i>eg. Environmentally friendly manufacturing or agriculture</i> <input type="checkbox"/> Circular economy <i>eg. Initiatives to eliminate waste or reuse materials</i> <input type="checkbox"/> Nature-based solutions <i>eg. Green roofs, ecological restoration</i> <input type="checkbox"/> Digital solutions <i>eg. Engaging citizens through data platforms</i> <input type="checkbox"/> Not applicable <input type="checkbox"/> Other [text box]
<p>Problem, Purpose and Needs (text)</p>	<p>[The main aim of a challenge map is to support conversations with experts that have understanding about a complex challenge and could potentially contribute to finding solutions that overcome the identified barriers.]</p>

Impact Goals (FF)	<p>[does this method typically aim towards long or short term goals]</p> <p><input type="checkbox"/> short term</p> <p><input checked="" type="checkbox"/> medium term</p> <p><input type="checkbox"/> long term</p> <p><input type="checkbox"/> Not applicable/other</p>
Issue Complexity (FF)	<p>[what level of complexity can this method handle?]</p> <p><input type="checkbox"/> low</p> <p><input type="checkbox"/> medium</p> <p><input checked="" type="checkbox"/> high</p>
Issue Polarisation (FF)	<p>[what level of polarisation is this method capable of dealing with?]</p> <p><input type="checkbox"/> low</p> <p><input checked="" type="checkbox"/> medium</p> <p><input type="checkbox"/> high</p>

Governance and Empowerment

Governance Models and Approaches (FF)	<p>[what overall approach to governance or methodology does this method fit into?]</p> <p>OPTIONS SUBJECT TO CHANGE</p> <p><input checked="" type="checkbox"/> co-creation <i>eg. Development of new or added value through collaboration with affected stakeholders</i></p> <p><input type="checkbox"/> co-design <i>eg. Collaborative and participatory design and development processes with affected stakeholders</i></p> <p><input type="checkbox"/> co-production <i>eg. People using the service are involved in design and implementation</i></p> <p><input checked="" type="checkbox"/> systems thinking <i>eg. Approaches specifically designed to effect systemic change</i></p> <p><input type="checkbox"/> collaborative governance <i>eg. Affected stakeholders and communities working together on a problem</i></p> <p><input type="checkbox"/> deliberative approaches <i>eg. Structured dialogic processes</i></p> <p><input type="checkbox"/> partnership approaches <i>eg. Long term partnerships that challenge traditional boundaries</i></p> <p><input type="checkbox"/> evaluation, oversight and monitoring <i>eg. Holding authorities to account</i></p> <p><input checked="" type="checkbox"/> Social innovation approaches <i>eg. Approaches that aim to fulfil a social need</i></p>
Enabling Conditions (FF)	<p>[which enabling conditions does this method or tool support]:</p> <p><input type="checkbox"/> Organizational processes</p> <p><input type="checkbox"/> Organizational culture</p>

	<ul style="list-style-type: none"> <input type="checkbox"/> Organizational structure <input checked="" type="checkbox"/> Network Mapping <input checked="" type="checkbox"/> Network Collaboration <input type="checkbox"/> Context fit (ie. Ability to be embedded in the local/regional/national/etc. level) <input type="checkbox"/> Access to markets <input type="checkbox"/> Access to finance <input type="checkbox"/> Access to training, education and research <input type="checkbox"/> Knowledge development and transfer <input type="checkbox"/> Political and administrative awareness <input type="checkbox"/> Leadership <input type="checkbox"/> Organizational vision <input type="checkbox"/> Other [text box]
<p>Essential Considerations for Commissioning Authorities (text)</p>	<p>N/A</p>
<p>Engagement Journey (FF)</p>	<p>[at what stage/s in a city's <u>engagement journey</u> is this method best suited to?]</p> <p>LEAVE BLANK</p> <ul style="list-style-type: none"> <input type="checkbox"/> Self assess <input type="checkbox"/> Declare commitment <input type="checkbox"/> Define problem/s <input type="checkbox"/> Craft question <input type="checkbox"/> Select portfolio <input type="checkbox"/> Action, learning and embedding
<p>Type of NZC Engagement (FF)</p>	<p>[which type of NZC engagement is this method most suitable for?]</p> <p>LEAVE BLANK</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mission City <input type="checkbox"/> Climate City Contracts <input type="checkbox"/> Pilot City <input type="checkbox"/> Twin City <input type="checkbox"/> Other
<p>Democratic Purpose (FF)</p>	<p>[what democratic functions does this method help to serve?]</p> <ul style="list-style-type: none"> <input type="checkbox"/> empowering inclusion <input checked="" type="checkbox"/> collective will formation <input type="checkbox"/> collective decision making <input type="checkbox"/> implementation, monitoring and accountability
<p>Level of Citizen Empowerment (FF)</p>	<p>[Where does this method typically sit on a spectrum of public participation?]</p> <p>LEAVE BLANK</p> <p>IAP2 spectrum</p> <p>Arnold's Ladder</p> <p>Other ideas?</p>
<p>Communication Channels (FF)</p>	<p>[how are the method and its outcomes usually communicated to broader publics]</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Public report <input type="checkbox"/> Mass media <input type="checkbox"/> Dedicated website

	<input type="checkbox"/> Social media <input type="checkbox"/> Direct engagement with wider public <input type="checkbox"/> Other [text box]
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Participation

Participant Numbers (FF)	<p>[how many people can usually participate]</p> <input type="checkbox"/> small groups – up to 10/15 <input checked="" type="checkbox"/> up to 50 <input type="checkbox"/> 50-100 <input type="checkbox"/> 100-500 <input type="checkbox"/> 500-1000 <input type="checkbox"/> no limit
Actors and Stakeholders (FF)	<p>[what type of actors and stakeholders typically participate throughout the whole process]</p> <input type="checkbox"/> Policy/decisionmakers <input type="checkbox"/> Citizens or general public <input type="checkbox"/> Industry and innovation communities <input type="checkbox"/> NGOs or civil society organisations <input type="checkbox"/> Academia <input type="checkbox"/> Science or technology research communities <input type="checkbox"/> Organizational staff <input checked="" type="checkbox"/> Social innovators <input type="checkbox"/> Other [text box]
Actors and Stakeholder Relationships (text)	<p>[The stakeholders are either gathered together to discuss the ‘anatomy’ of the challenge or are interviewed individually or in groups to inform the team that visualises the challenge map.]</p>
Participant Recruitment (FF)	<p>[how are participants typically recruited to take part?]</p> <input type="checkbox"/> self-selection <input type="checkbox"/> random selection <input type="checkbox"/> stratified selection <input type="checkbox"/> election <input checked="" type="checkbox"/> invitation or appointment <input type="checkbox"/> other [text box]
Interaction between participants (FF)	<p>[how do people typically interact with each other during the process?]</p> <input type="checkbox"/> Express preferences only <input checked="" type="checkbox"/> Deliberate or discuss <input type="checkbox"/> Observe as spectators <input type="checkbox"/> No interaction <input type="checkbox"/> Negotiation and bargaining <input type="checkbox"/> Ask and answer questions <input type="checkbox"/> Other [text box]
Format (FF)	<p>[in which formats can this method take place?]</p> <input checked="" type="checkbox"/> online <input checked="" type="checkbox"/> in person <input checked="" type="checkbox"/> asynchronously <input checked="" type="checkbox"/> synchronously

Development Stage

<p>Social Innovation Development Stage</p>	<p>[which phase does the tool/method fit best into]</p> <ul style="list-style-type: none"> X Analyse Context X Reframe Problems <input type="checkbox"/> Envision Alternatives <input type="checkbox"/> Prototype <input type="checkbox"/> Experiment <input type="checkbox"/> Assess social innovation readiness <input type="checkbox"/> Scale <input type="checkbox"/> Evaluate
<p>Scope</p>	<p>[Which objective/activity does the tool/method support]</p> <ul style="list-style-type: none"> X ecosystem analysis X environmental scanning <input type="checkbox"/> negotiation of commitments X stakeholder engagement <input type="checkbox"/> knowledge transfer <input type="checkbox"/> feasibility plan <input type="checkbox"/> brainstorming <input type="checkbox"/> prototyping <input type="checkbox"/> impact assessment X agenda setting X problem framing <input type="checkbox"/> policy legitimization / amplifying X policy formulation <input type="checkbox"/> policy implementation <input type="checkbox"/> policy evaluation <input type="checkbox"/> financing plan <input type="checkbox"/> accountability plan <input type="checkbox"/> other [text box]

Resources

<p>Resources and Investments (FF and text)</p>	<p>[what kind of resources and investments are needed to use this method]</p> <ul style="list-style-type: none"> X Human Labour X Materials <input type="checkbox"/> Software or other tech <input type="checkbox"/> Funding <input type="checkbox"/> Other (please specify eg. Independent recruitment company, venue etc)
<p>In-house (FF)</p>	<p>[can this method be run in-house, or does it require external resources and actors]</p> <ul style="list-style-type: none"> <input type="checkbox"/> Can be run internally <input type="checkbox"/> Requires input from independent or external organisers X Both <input type="checkbox"/> Not Applicable

How does it work: step by step

Time commitment (text)	[An expert group could deliver the required content within half a day but the visualisation time would come on top of that (and would vary according to the level of ambition). The process might also need several iterative rounds for the map to correspond well enough with the experts' view of the challenge. <i>eg. Some methods require a minimum amount of planning and implementation otherwise they risk being poor quality or little impact. Others can be deployed quickly.</i>
Typical duration (FF)	<input checked="" type="checkbox"/> one-off <input type="checkbox"/> recurring <input type="checkbox"/> continuous <input type="checkbox"/> other [text box]
Step by Step (text)	[Work in one group or several groups that come together and do the exercise again together. List the reasons why it is important to tackle the chosen challenge. Formulate a vision where the challenge has actually been solved. Identify which barriers have to be overcome for the vision to realize. Name the 'sore points' where development is slow due to some barriers. Name the aspects of the 'cure', i.e. the leverage points where changing a specific aspect of the underlying problem will have a major impact. Visualise the outcome to get an overview – and preferably revise the draft with those who participated.]
Evaluation (text and links)	[ways/suggestions of how this method can be evaluated]
Connecting Methods (links and text)	[Connecting methods include challenge prototyping and challenge reporting. Using all these jointly would typically happen in the context of a challenge competition.]

How does it work: case study (of this method)

Find out more about how this method has been applied in practice (link)	[link to a citizen engagement case study or social innovation case study that used this method] LEAVE BLANK FOR NOW
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Make it Your Own

Flexibility and Adaptability (text)	[There is no one-fits-all model for preparing and drawing a challenge map. The most ambitious visualisations may be close to pieces of art graphics but more simple maps are often sufficient. Being able to bring the essentials into a single 'map' or 'landscape' (i.e. some kind of visual image) should not be compromised.]
Existing Guidelines and Best Practice (links)	[-]

**Available Services from NZC
(links)**

[for this option, cities will need to select what category they fall into in order to access different levels of services; clicking this should link to relevant places]

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- Mission cities [links to Tailored advisory service, for detailed support]
- Pilot cities [links to expertise to design and support pilots]
- Twin cities [links to information, knowledge-smart repository]
- Other

References and Reading

**References and Further
Resources (text and links)**

[<https://www.science-practice.com/blog/2015/01/15/challenge-mapping/>
<https://demoshelsinki.fi/wp-content/uploads/2018/05/demos-try-out-www-1.pdf>]